

2705 S. W. English Court,
Portland 1, Oregon,
December 17, 1952.

FILED

Hon. James P. Davis, Director,
Office of Territories,
U. S. Interior Department,
Washington 25, D. C.

Dear Sir:

I just learned and thought that you would be interested to know that the president and general manager and his party left for the east by Buick stationwagon last Sunday. I believe that his original plan was to leave right after the first of the year, but he apparently changed it for some reason and decided to leave sooner. I am at a loss to know how the Christmas party for the patients can be successful without his presence to perform his Giddiup Napoleon song act and dance with some of the wives and female help.

I have seen and heard much these five years plus. There is much I know and have been thinking about. You are aware of most of it. Many changes and improvements have been made due to the efforts of interested people like us, but the contractor would take credit for everything he reluctantly had to do for himself and his helpers. Like the Russians, he and his helpers thought of everything first and took the initiative with everything and hence are way out in front of everyone. That is good rationalization, but I wonder if he thinks that he is really fooling anyone.

I have thought of such possibilities as renting or leasing the physical plant and staffing and operating it. This would contemplate use of facilities necessary for caring for patients only and would not include such things as farm, dairy, piggery and the like, where patient labor could be exploited for private gain. In that case, he could operate or dispose of those as he saw fit. That would eliminate him and his completely from the hospital operation. The second thought would be for the government to provide all staff immediately necessary to care for patients along similar lines as other government hospitals are operated. In that event he could operate the plant and furnish board and room according to specifications and under close supervision, as for instance, the food by a government dietitian or nutritionist. This also would not contemplate free patient labor for him. The third thought would be to allow him to operate as he has been doing, but according to better methods and standards with reference to staff, patient care and treatment, food, clothing and the like, under a more controlled profit plan designed to get more for the money while allowing for a small fair profit. Again, patient labor should be taken into consideration. The fourth thought would be to permit him to operate about as he is doing now, but to cut the rate down to where it would belong according to what he has been furnishing. For instance, a cost plus budget, charging for all patient labor, and the like. The fifth thought would contemplate to allow him to operate according to the third or fourth plans, but the government providing me with a staff of several supervising psychiatric nurses, a psychiatric social worker, a dietitian or nutritionist, a private secretary and the like.

I recently spoke with ^{Dr.} Schumacher when he visited Portland on other business. He stated definitely that I need and should have some government provided staff such as outlined above to assist me in supervising this operation.

Al - N + 1 - Investigation

What I am going to say next is very confidential. He expressed chagrin in connection with his inspections and reports. He believes that they should have been handled more confidentially or that there may be a leak in the capitol. He based his idea about the latter on the fact that the contractor wrote him about the subject matter of his reports long before he could or should have gotten the information except by way of a leak according to his impression and interpretation. I did hear the contractor mention a name one time. Do you know that the contractor has written to such people as Doctors Overholser, Schumacher and Albrecht directly and personally to refute their reports and recommendations? I know that he has attacked them in letters to you and perhaps verbally. I know from personal conversations with all of them that they are not happy about his attitude and method. I also know that he tries to belittle and discredit me, which I am not happy about. Doctor Schumacher also warned me that the contractor, his doctor, and others would like to get me out of their way and in trying to do so, might question my need, ability and the like. That was supposed to have come off some kind of a grapevine. It seems that the contractor and his doctor have had conversation with other local specialists in my line, other people and agencies, to the effect that I cannot and do not perform a satisfactory job for them because I do not work for them twentyfour hours a day, three hundred and sixty five days a year, take annual and official business leave occasionally, attend to a little private business on my own time, after hours or on days off and the like. Hence, I am not supposed to know what they are doing or what a good job they are doing. They would have other doctors think that I am competing with them, stealing their business, taking the bread out of their mouths and the like by way of trying to incite their resentment toward me. Several years ago I was told by the former manager of the local Veterans Hospital that the contractor called on him to get the low-down on me. They would say nothing about their ways and means of making an extra buck. I know that young Thompson would not turn down a little private work on the side. I know that he takes time off to go to hospitals and clinics, attend luncheons and meetings, give talks, attend to personal errands and the like. At such times he tries to get some medical student to sit in for him if and when he can. I am not supposed to do anything like that because I work for the government. They watch me like hawks because they think that I am supposed to be working for them and might do something which I am not supposed to do. Anything I do might be misinterpreted. I know that I am discussed at home and abroad by the contractor, his doctor and other hangers-on. The young man is ambitious and aggressive and frequently does not use good judgement. This is demonstrated in most of his attitudes, remarks, and activities. He and they would like to tell me what to do and supervise me. I have asked myself whether I am supposed to supervise or be supervised. They have an arrangement whereby I receive only telephone calls or get to see and talk with people the business of which someone else cannot or does not want to handle. Usually that has to do with some complaint, problem or question in connection with which they want to pass the buck to me or use me for a front. The young man even has an arrangement with the other office, whereby letters which I handle, with my reply attached, are sent to his office to be read by him before they are filed. They usually lie on his desk for several weeks before they are returned or gotten and filed. I frequently want to refer back to such correspondance and look for it in the patient's file only to find that it is still in his or the other office. Then I have to go and look for it or have someone find it and bring it to me. This is an advance and improvement over the original censorship of the other office which I have previously mentioned. The reason given me for this is that he is interested in his work and likes to be informed about everything and know what is going on. People have also told me that in the process of them being referred to me about something by him that it was not necessary, but only a courtesy that he do so. Of course, all that sort of thing would be denied or alibied if made

an issue of. It probably would even be said that I was not interested, did not want to be bothered, or that they were merely trying to protect me, help me, make it easy for me, be good or kind to me, or something. When I first came here and everything was shoved at me, in the course of trying to establish myself, I did ask not to be bothered with things that did not concern me, or for them not to go out of their way to find things to refer to me unnecessarily, and called attention to it when trivial matters were brought to me which someone else could and should have taken care of. But, there is no happy medium here, everything is all or nothing, there is no compromise, and things can be made just as irritating and annoying one way as another. I do not want to sound too suspicious or paranoid, but that is about the way foreign visitors or diplomats are treated in iron curtain countries.

I might state that I would find it difficult if not impossible to live on my salary. In fact, I could have used an increase a long time ago. I do not know and am unable to find out what young Thompson gets, but I do know that he started out on \$7,200.00 plus full maintenance for a family of five or six and a house full of visiting relatives most of the time and is supposed to have received several substantial increases since he started. To say nothing of the ten to twelve thousand dollars spent on remodeling his house, complete with fireplaces, additional bathrooms, modernistic decorating, redwood flower boxes, additional rooms with built-ins, patio and the like, according to their most fantastic tastes and design. The figures are the most recent estimates among people who are interested for some reason or other. Apparently he has always received as much or more than I have or do. His predecessor never got more than \$4,500.00 and maintenance for three even at the end of thirteen years. The answer to the whole thing is that he had the contractor over a barrel when he needed and wanted him and has been faithfully and loyally twisting his tail ever since. Not many doctors would work for anyone like that and in a situation and under circumstances like that, but an exception like that, who has, does, and is going to get everything out of it that he can. Likewise, not many employers would put up with anything like that, except that these two are kindred souls, are useful to each other, need each other, and are working each other to the utmost for each others best interest and advantage, with apparently the highest esteem and loyalty. Something similar might be said for several others of slightly lesser stature and importance like Lazelle, Hagna, Mickelson and others. Put it all together and you can see how one might be kept on the alert.

In the light of recent events and a more recent appointment, I am wondering if it might not be well to remove some of my personal and confidential letters and reports including this one from the files and destroying them. I have seen our new boss, but I am not sure that I ever met him, nor can I say that I am even casually acquainted with him. I do think however, that we may have some mutual friends. I hope that he will be on our side though, right down the line and all the way. I am wondering if he could be briefed or perhaps have some of the reports gotten to him. I am referring to such reports as Dr. Schumacher's and Dr. Overholser's. Would you have any suggestions? The contractor claims personal friendship and expects big things for himself. I hope that he will find himself wrong. Even the occupational therapist, Miss Viesco, who claims to have been a neighbor and friend back in the home town believes that she will have influence favorable to the operation and people who have a selfish interest in it. I hope that there will be no changes made in your office.

And now for a few general remarks. Lazelle's cottage now houses the little girls and infants. This relieved the congestion on the

female infirmery some. The male infirmery, male tuberculosis ward and so-called male parole ward remain as usual. The little boys are still on the male parole ward. The patients, under supervision, are still digging basement and building foundation under the male infirmery and male parole wards. The laundry, and cannery at times, are operated as usual. The farm, dairy, pig-gery, and everything is worked as usual. Pigs are being sold. Breeding stock cattle are being sold. Rhubarb, spinach, berries, cabbage, cauliflower and perhaps other things were sold. Nothing has been done about the female tuberculosis building and the mess hall. The contractor will bring you plans for a new female tuberculosis building, an additional new building for women, and colored drawings and samples for the walls of the mess hall, and the like. He will expect the money to be handed to him wherewith to build and remodel and the like. He will expect to get more money for whatever he will do. He will expect to get more money, period. The contractor does not think that any more personnel is needed. Dr. Thompson does not think that any more personnel is needed, unless that it might be another doctor, so that he"can have more leisure". As far as I am concerned, he gets around too much now, if you know what I mean, like talking to people, trying to be an attending man and instructor at the county hospital and medical school clinic, promote and build himself up generally and the like, up to and including trying to compete with and outstrip me, which his boss has already tried to make capital of by way of trying to show me up. That sort of thing would be all right if it were not part of a planned scheme and used for ~~wither~~ a build-up on the one hand or a play-down on the other depending upon whichever might serve a desirable purpose at an appropriate time according to situations and circumstances as you have been made aware of by some of the contractor's writings and expressions. Any other doctor they would hire in the present set-up would no doubt be expected to do most of the work while Thompson would try to do more administrating and promoting. I do not think that the contractor has accepted the idea yet that I should not work for him and under Thompson, and I certainly believe that that would suit Thompson and at least perhaps several others. Which reminds me that when Dr. Blain visited in Portland and Dr. Thompson arranged to have him as his personal luncheon guest and I was not invited, Thompson represented himself to him as "medical director and chief psychiatrist" and me as his assistant furnished by the Interior Department. I did not know that Dr. Blain was in the city at that time until I learned that Thompson had heard about it and what arrangements he had managed to make, which did not include me. I was appraised of the other thing subsequently. One thing is sure and that is that the contractor takes sufficient leisure and his closer associates do not suffer that way. They more or less come and go and do as they please and apparently with his approval. That makes him a swell guy, makes them loyal, makes them perform for him, makes him a good boss and the like. "Supervisor" Lazelle did not do much of a job when he lived on the grounds and certainly moving off did not improve it much. As I have stated previously, he is not educated, properly trained or experienced or qualified to have anything to do with anything that has to do with care and treatment of patients. He serves his best purpose in planning work for patients and driving them and seeing that others likewise drive them. I omitted the word that frequently goes with driver. You may supply it for and to yourself. His nearest and best rival along these lines, and favorite, is their carpenter, a fellow by the name of Pollard. More or less the same holds for many others, because that is the desired and accepted policy, that is what they think is wanted of them, how they think it should be, and how they feel about, or all they know about it. As one attendant whom they recently fired because they suspected him of telling me things expressed it, "what this place needs is people to take care of these patients instead of someone to drive them". I am surprised that the labor unions do not give them some trouble. I also expect that sooner or later the colored people might ask why none of them are ever hired when they come around looking for work. It is probably well that they do not know the nature of the operation and how their contract

is written. I have discussed the two office women in a recent previous letter. The two "matrons" certainly are not educated, trained, experienced or qualified for anything that has to do with care and treatment of patients. That might also be applied to most of the help generally considered. The ONE nurse here is a very dissatisfied and unhappy person. I left a roster of the employees by name and job in your office when I was there. There have been several changes made from that as a result of some quitting or getting fired and being replaced, but the job set-up would remain the same. The help turnover is great, except for such as ingratiate themselves with Dr. Thompson, Lazelle or Mrs. Hockenberry, and who are usually less desirable than some who leave or get fired because they do not think or conform just right. I am not supposed to have anything to say about who gets hired, retained or fired. Dr. Thompson has reserved himself the right to select such people, as for instance, a nurse, medical student, occupational therapist and the like, when the occasion arose. Of course, he would make a pretense by having me meet them and approve. It have been such who were told that it was not necessary, but merely a courtesy on his part to let me in on it. Anyone or any thing else is hired by Lazelle According to their set-up. He selects the ward help, kitchen help, laundry help, OT help, farm help and what not. This is pretty good for, among other things, an ex-patient. One sure way for anyone not to get hired by him would be for him to suspect or know that the person knew me or for me to want him. One sure way for anyone not to keep their job here is to have it become ~~of~~ suspected or known that I think well of them or that they might like me or might have told me something and the like. In such cases, Lazelle goes to work on them, and if they do not quit finds a reason to fire them at the first opportunity, usually over weekends or when I might be on leave. Of course, they should have heeded his warning against me, which all receive and must observe if they want to get along. Others, from the top down have similar tendencies, but not quite as severe. I forgot one exception. The contractor personally selected Mrs. Mickelson. I think the patients should be better clothed. I know that they should be fed better. In fact, I think that they should be fed the same food as the employees, prepared and served in a similar manner. Slave and garbage are not pretty words. I do not know their current status with the plumbing inspector, fire marshall, health department and the like. I have not been told and I am not supposed to ask. I went by there last Sunday about 5.00 P. M., a few minutes after a child had been scalded (Glenn Glover). The story was that some adult patients on the male parole ward were helping a female attendant take care of the little boys and that while her "back was turned" one of them sat the child down in the bathtub and turned on the hot water. He was scalded from the waist down and is now being treated at Providence Hospital where his condition is supposed to be satisfactory. The woman is supposed to be a nice person and good attendant and feel badly about the incident. Such things can and do happen, but here might indicate the need for more and better help.

I looked over the "Statistical Medical Data" report again. I would say that some of the figures would indicate some fast counting or typographical errors. There is no elective surgery done. ~~I am sure that the number for psychometric examinations should be 26 rather than 126.~~ Dentures, glasses and other appliances are seldom furnished. I note with interest that "we lead the field in industrial occupational therapy". Apparently discharges as a result of transfers and the like were all counted as "cures". I certainly would disagree with the statement that Dr. Thompson does all the treatment and all psychiatry. If I did not interview and examine and check up on patients, how would I know that they were correctly diagnosed, or that they were receiving the right treatment, or anything about the course and progress of their condition, feasibility for parole or discharge, and all other factors that enter into the care and treatment of psychiatric cases. The list of consultants looks and sounds impressive, but in reality does not mean much. To make a long story short and sum it all up

briefly one might state that the general idea is all right, but that everything is in superlatives and not too accurate, that it is embellished with pretty phrases like homelike care, contented patients, open door policy, we lead the field and the like. In other words it is the usual line of stuff designed to sound good and impress somebody. We have gone over all this ~~7/1/76~~ before by letter and word of mouth. The more it becomes necessary to repeat it the more confusing and frustrating it becomes. I would like to call your attention to the last five pages of that report again. The numbers of patients and patient hours in connection with "industrial therapy" are interesting. The loose use of the word parole. The assumption that the work performed by patients reduces the cost of their care. The use of the word surplus as applied to pork. The assumption that the profit from sales reduces the cost of patient care at least to the extent of that amount. That patients are not allowed to work off the grounds. The contractor's objection to paying patients for their labor or paying for the patient's labor. The estimated high salaries for additional professional help and the estimated high costs for building and remodeling like \$10,000 for modernizing dining room and \$40,000 for enlarging present dining room. I want to particularly call your attention to his description of his use of or need for a dietitian, "largely responsible for female ground parole. Genetic training." At least that is how it appears in the copy I saw. I underscored the word genetic. Several people like Doctors Schumacher and Albrecht commented on that to the effect that he apparently definitely does not want her in the kitchen. I believe that before beginning any discussions all letters, reports and conversations should be re-called. Mr. Nucker raised the question whether by way of trying to get along better and more smoothly I might sometimes not report everything which I could in detail. We agreed that some things might be too trivial or that there might be no limit. I felt that I had probably been too personal and circumstantial already. Mr. Ben Ezra inquired about my accommodations. My office could stand decorating, would lend itself to remodeling, I could use better toilet facilities, and the like.

Again, please do not think or feel that I am too unhappy or find myself in an intolerable situation. I believe that I have been and am able to cope with everything quite satisfactorily, thanks to your support. I merely feel that I have a job to do and am trying to do it the best I can under the circumstances. If you have any questions or desire any information I will be glad to supply the answers if I know them or am able to learn them. Likewise, if I have any questions or would like to impart some information to you I would like to feel free to write you at any time. I shall be interested in the progress of the contract negotiations, the outcome of things, and future happenings generally.

In conclusion, I want to again thank you and your associates for the friendliness and courtesy which everyone showed me when I recently visited there, and send all my best regards.

Sincerely yours,

B. F. Keller

G. F. Keller, M. D.

P. S. What I crossed out on the preceding page can be corrected to 27 for a one year figure and 126 for a three year figure.